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BEANS AND BEAN COUNTERS

Summary of Recommendations for Work on Theater Forces

- I. The production of forces data or bean counting requires considerable reorientation if tight resources are to be used efficiently and if the products of new collection systems are not to be wasted.
 - The lack of unified, integrated concepts for collecting, processing, analyzing and estimating is wasting resources, causing the wrong kind of duplication, and opening dangerous gaps.
 - The NIO function and the KIQ operation offer the potential for getting the needed supra-agency guidance and direction if allowed to carry through into affecting agency operations.
- II. Collection of information on the Warsaw Pact theater forces needs a collection strategy which takes into account the strengths and weaknesses of the various collectors.
 - The current methods of tasking collectors don't cut across collection systems either in the minds of the analysts' writing requirements or in the groups drawing up collection plans for the individual systems.
 - Flexibility in tasking is needed to capitalize on changes in the capabilities of one system and re-deploying or reorienting other systems.
- III. Processing's interpretive function should be broadened so that each of the major processors of technically-collected information produces a data base for community use derived from information yielded by his source.
 - This recommendation runs counter to past efforts to restrict the processors to disseminating raw information.

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- The information yielded by each of the major technical systems, sigint, satellite photography and corridor photography has unique features which would make the single source data bases complementary.

IV. Analysis is strengthened by competition and contention and provides the stuff of better estimates when encouraged into independent innovation and exploration.

- Duplication, per se, has become a target for those aiming to increase efficiency.
- In analysis, however, competition offers consumers balance and perspective unavailable in products from a single source.
- The development of a common view of the physical dimensions of a theater force as well as its capabilities requires analysis and judgment.
- Complementary analytical teams have developed complementary data storage and retrieval systems which are providing the foundation for a "national" data base.

V. Estimating is embracing a wide variety of "national" products because of NSSMs and MBFR.

- The estimating system which now taps analysts as well as NIOs is providing timely support for MBFR negotiations.
- The variety of products and the current means of disseminating them, however, needs monitoring by a guiding authority to see that the right people here and abroad receive those estimates they should have.